

**CHESTERFIELD COMMUNITY SERVICES BOARD
MINUTES
May 16, 2019**

Members Present

Harvey Powers, Chair
Patrick Knightly, Vice Chair
Jennifer Davis, Secretary
Karen Bell
Paige Cecil
Michael Giancaspro
Elizabeth Hedgepeth
Michelle Jones
Dean Lynch
Talisha McAuley-Davis
Peter Mazure
Nicholas Pappas
Ricky Russell
Mark Sacra

Debbie Burcham, Executive Director

Staff Present

Angela Catolico, SMT
Kelly Fried, SMT
David Meadows, SMT
Sue Medeiros, SMT
Danielle Sayre, SMT
Mandy Pilk, HR

Brook Cook, Administrative Assistant

Others Present

Members Absent
Tyler Craddock

I. Call to Order

Chair Powers called the meeting to order at 7:00 p.m.

A. Approval of Minutes

On the motion of Ms. Michelle Jones and seconded by Vice Chair Patrick Knightly, the Minutes of April 18, 2019 were unanimously approved.

B. Request to Postpone Actions, Add or Change Order of Presentation

There were none.

II. Matters of the Public

There were none.

III. Information Items

A. HRM Report

Ms. Mandy Pilk, HR Manager, reviewed the Quarterly HRM Report included in the Board packets. There were forty-two successful hires with nine of those being

promotions and seven transfers. She discussed the slight uptick in turnover but added there was a similar number this same time last year. Ms. Pilk went on to discuss separations noting most were voluntary with nearly half leaving for career advancement, returning to school or for medical and family obligations. She also discussed the issue around losing staff to MCOs and that it's not as prevalent which is hopefully an indication of a downtrend however, it is still an issue given the much higher salaries MCOs can offer. There is a career development program through the County being implemented in an effort to retrain employees. There was an increase in involuntary separations and Ms. Pilk is looking into implementing new training on dealing with employee relation issues. Chair Powers inquired about retirements and how much notice the agency is given. Ms. Pilk said there were six in the last quarter and typically most employees give significant notice. Ms. Fried added that the County prefers a 3-month notice but she does not believe there is a specific policy in place requiring that amount of time. Chair Powers asked if it is possible to immediately begin recruitment and Ms. Fried stated it was giving the example of Ms. Pilk who began working shortly prior to Ms. Carpenter leaving in order to have additional training for an easier transition.

B. Presentation: Draft FY20/21 Strategic Plan

Ms. Kelly Fried reviewed in detail the draft FY20/21 Strategic Plan which included results from the April Board Work Session and feedback from citizens, staff and individuals through the focus groups. Everyone has a copy included in their Board packet with specific action items, projects and initiatives for each goal and objective listed at the end of the plan. Ms. Fried encouraged anyone with questions to feel free to ask them throughout the program.

Goal 1: A Competent, Diverse Workforce

Ms. Fried discussed wanting to continue the focus on attracting bilingual staff and being aware of the changing demographics in the County. The wording around student loan forgiveness benefits was updated to include federal programs as it was being misinterpreted as a county-only benefit. She added this can also be an employee retention strategy. Also under this category and an item that received significant feedback from staff was non-traditional benefits such as bereavement leave for employees who care for residents 24/7 and are considered family. That would be a benefit unique to our department and not County-wide. Mr. Pappas pointed out that while losing employees to MCOs has slowed, employee retention still needs to remain a priority. Ms. Fried agreed noting that several new career ladder tracks have been implemented. Dr. Talisha McAuley-Davis asked about other retention strategies the agency is considering. Ms. Fried discussed a suggestion from a focus group of having a department liaison to attend meetings not only to represent their department but return and inform coworkers of what was discussed. Ms. Karen Bell inquired about 360 evaluations and if information from employees through this format would be helpful. Ms.

Fried stated 360 evaluations have been done in the past. Currently, annual surveys are sent to staff where they rate their immediate supervisor and the supervisor above them. She also discussed the success of the Leadership Philosophy and that information from the surveys is rolled up agency-wide to help determine future needs, trainings, etc. Ms. Fried went on to discuss other objectives of Goal 1 including promoting wellness and expanding that strategy out further to include self-care strategies. Another focus is continuing education and training. There is a need to enhance specific job skills for serving special populations such as veterans and older citizens. There is also a desire to better incorporate cultural competency so the organization understands the backgrounds of individuals to be better equipped to relate to them.

Mr. Mark Sacra entered the meeting at 7:18 p.m.

Goal 2: Most Effective Delivery System for the Investment

There were three things incorporated in this goal that are different. Two of those are exploring the effects of value-based reimbursement on service delivery models and outcomes and monitoring the changes as a result of behavioral health redesign which is taking place at the state level. The third item, which is a huge undertaking, is acquiring and implementing a new electronic health record (EHR). Mr. Dean Lynch and Chair Powers inquired about the process, if an outside vendor provides the new EHR, and funding. Ms. Fried stated that this will be handled by a vendor specializing in EHR software and that the funding, which will roughly be split 50/50 with the County, has been approved. The kick off is scheduled for Monday, May 20th in which a consultant and IST will be working with all programs to write the RFP slated to go out by the end of August. The hope is to secure a vendor by the end of this calendar year.

Goal 3: Satisfied Consumers and Family Members who are Valued Partners

An additional caveat has been added to the second strategy providing direct support for peer run organizations and continuing to seek opportunities for peer specialists which will now include the addition of family support partners. Currently, the agency supports Friends 4 Recovery as well as regionally supporting the SAARA Center. Additionally, Mr. Meadows discussed staff training around person centered services through DBHDS. Ms. Fried went on to discuss the next strategy of providing a welcoming environment which received a great deal of feedback from the public and staff regarding resource material of services and providers. This goes hand-in-hand with the earlier discussion of each department within the agency knowing the services the others provide. Additionally, information from outside providers is sent in a variety of ways including electronically and through the mail. The agency is making a concerted effort to develop a streamlined process in gathering and organizing this information. Also under Goal 3 is expanding the roll of the Customer Service Committee. While it has been in existence for a long time, it needs to be

revamped. Currently it is responsible for executing discharge surveys but Ms. Fried stated she would like to see a lot more out of this committee. Additionally, Consumer Advisory Boards need to be expanded to all populations.

Goal 4: Best Possible Consumer Outcomes

Ms. Fried stated there was a handout at each seat with updated information around the topic of incorporating a plan regarding satellite locations within the Strategic Plan. This was brought up in several of the focus groups. While most services are located within the government complex, transportation to this location is difficult. Therefore, an objective to explore improving accessibility has been added. Mr. Giancaspro stated that Fairfax County has four locations and making services easier to access should be a priority. Ms. Fried stated that there is a reference to this in the County's comprehensive plan regarding possibly opening community service centers. The agency is in the queue for the CIP to have the Rogers Building renovated which would involve a space feasibility study and comprehensive review of services.

Goal 5: Strong Community and Stakeholder Support

There are not a lot of changes under this goal with the exception of the development of partnerships to address housing needs. The previous plan specified women while this plan has the addition of mental health and substance use disorders. Ms. Bell inquired about the strategy regarding being responsive to community invitations to provide information and if that occurs. Ms. Fried stated it is quite prevalent in Prevention services as their information is what is most requested for community events. Ms. Fried noted that in the past, that was also a goal of the Board who would present at civic organizations but while that isn't as common now, the staff side of this strategy has always been a priority.

Goal 6: Corporate Compliance / Risk Reduction

Most of the changes to the Strategic Plan are in the last objective around enhancing safety and security. Ms. Fried shared that the County spends a lot of time on this issue and is currently in the process of hiring a consultant to visit all department buildings to conduct an assessment, offer suggestions and discuss safety. Additionally, there is the need to evaluate and address potential safety concerns with the expansion of teleworking within the agency. Staff are now encountering issues they didn't in the past now that they are in the field such as what to do if drugs are noticed within the home. These new challenges need to be addressed and additional training will be conducted as a result. Ms. Fried also discussed the agency's role in responding to community needs during a time of crisis. The agency has a comprehensive disaster plan and is increasingly being asked to assist when a crisis affects our community or other communities. An example of this is the role that our agency has in coordinating the Family Assistance Center.

Ms. Fried then turned everyone's attention to Page 16 of the packet which lists the specific action items identified to address the objectives and strategies. Items in bold represent a project requiring a lot of resources such as the new EHR system which affects the agency across the board. Developing the educational resources and referral information is also going to take time. Housing items will require discussions of enhanced funding to support subsidies, structures to manage the homes, etc. Ms. Fried stated that this is why a strategic plan is so important in the organization for distribution of resources to accomplish goals and priorities. Chair Powers asked if there is a way to track success at the end of the year and Ms. Fried stated that is done in the form of the Annual Report.

Ms. Karen Bell discussed integrated care and asked if it is making an impact beyond recording metrics. For example, are individuals being referred to specialists. Ms. Burcham discussed the whole-care concept noting that more nurses are being hired and applications are currently being accepted for a Lead Nurse position in an effort to create an umbrella of overall care within the agency. The goal is to provide care beyond blood pressure and weight to also include PCP visits, regular screenings such as colonoscopies and mammograms as well as managing chronic illnesses such as diabetes. The hope is to expand the current program from PRS to the other populations.

There being no further questions, Ms. Fried informed the Board that the next step is to bring the final draft to them for approval at the June meeting. Chair Powers thanked Ms. Fried for the presentation and commended staff for the hard work.

IV. Administrative Items

A. Board Members' Remarks

There were none.

B. Chair's Remarks

Chair Powers gave an update on the Executive Director recruitment search noting three Board members participated in a review of the applications and interviews will be scheduled shortly. He added he has had extensive contact with Ms. Sarah Snead and she is invested in finding the best possible leadership for this department. Updates will be provided as this project progresses.

Chair Powers shared upcoming events related to Ms. Burcham's retirement. The County Board of Supervisors will be presenting a resolution for her service on Wednesday, May 22nd and the retirement party is Wednesday, June 19th.

C. Executive Director's Report

Step VA continues to be confusing. Ms. Burcham stated she was expecting final outpatient definitions this week but as of tonight, still hasn't received them. The Commissioner will give base funding to all CSBs for child and adult outpatient

services with \$1.5 million being earmarked for the regions. An additional amount of \$6 to \$7 million will be held back until the Department can hold meetings with a consultant to create a formula to distribution those funds.

Ms. Burcham remains concerned about TDOs and Central State Hospital adding she hopes the Board will continue to address this after she has retired. She attended a recent HCA meeting, specifically with Chippenham, and shared they are closing the acute psychiatric unit with plans to integrate those individuals into the general psychiatric populations. While they are creating a much-needed geriatric unit, Ms. Burcham believes there will be devastating consequences with no unit to provide acute care. VHHA (Virginia Health Care and Hospital Association) stated they are taking most TDOs however, admission rates have dropped from percentages in the 90's to the 70's. Mr. Pappas added that during a recent conversation with Ms. Carrie Jones, Adult Emergency Services program manager, she indicated issues around admissions are in fact getting worse and he expects that number to decline even further. Ms. Burcham believes area hospitals are waiting for the state to find the solution, but she sees that real change will have to come from the hospitals and CSBs working together to right this ship. Mr. Giancapsro agreed a new approach is necessary and Ms. Michelle Jones stated the approach needs to be strategic and give hospitals the incentive to change. Chair Powers agreed adding that while there are good people in private industry, at the end of the day the bottom line is to make money. It is simply a fact that psychiatric care is not as profitable to hospitals as physical health care. Vice Chair Knightly stated this very topic was discussed at Ms. Haley's community meeting Monday. Mr. Dean Lynch stated CSB representation should approach Ms. Haley regarding the issue and Mr. Giancaspro agreed. It was noted that Ms. Haley is also on the Board of Directors of HCA.

Ms. Burcham reported on Medicaid Expansion stating the Board should be proud of Ms. Sayre who has calculated the impact of expansion and the budget cuts the agency took as part of this process. Ms. Sayre is part of a small group of her counterparts, who while working with the state, have piloted data collection. At present, if all billing was collected, the agency would be able to make up the cuts. However, collections are currently at 29% and while some of that is with the agency's system, the bulk is due to the MCOs. DMAS sent a staff member to sit with an MHSS A/R staff member and observed the billing process, dealing with denials, etc. and found it very helpful. Over time we should get a better feel for what amount of money will be collected for Medicaid services.

Lastly, Ms. Burcham shared exciting news regarding an apartment complex developer interested in constructing apartments near Chester House and using the driveway maintained by the County as one of their entrances. Several possible options have been discussed including converting the space of a two-bedroom apartment to make several efficiencies for individuals receiving services. This is

exactly the model the agency has strived to implement around integrated housing. Mr. Giancaspro stated it is a wonderful idea and would set a standard for similar future housing solutions. Ms. Burcham agreed stating this shows the importance of knowing needs and goals so when an opportunity arises, the agency is prepared to respond.

V. Committee Reports

A. Standing Committee Reports

Finance Committee

Mr. Michael Giancaspro reported on the Finance Committee which met on Wednesday, May 8th reviewing in detail the summary included in the Board packet. The estimated surplus amount designated for the reserve fund is approximately \$649,000 for ten months. Per Ms. Sayre, that amount is down slightly from last month. This is a result of payments made for the debt service for Galloway Place and the ICF cost settlement so in actuality, collections are up from the end of March. Mr. Giancaspro also reported that Accounts Receivable aging has edged up and timely filing is excellent. From a staffing perspective, vacancies have been filled. Mr. Giancaspro stated that the discussion around write-offs will be later in the meeting.

The next Finance Committee meeting is Wednesday, June 12th at 8:30 a.m.

Public Policy Committee

Mr. Mark Sacra reported on behalf of the Public Policy Committee noting the regular committee meeting will be held Tuesday, May 28th and a special legislative hand-out training will be held Tuesday, June 4th with both meetings beginning at 5:30 p.m. The former will be for a final review and possible edits to the hand-outs and the latter being for anyone scheduled to meet with their Board of Supervisor member.

B. Advocacy Committee Updates

Housing Committee

Mr. Michael Giancaspro reported on behalf of the Housing Committee which met Tuesday, May 7th at 8:30 a.m. Mr. Daniel Cohen, the Director of Community Enhancement for the County gave a very informative presentation to the group. Additionally, there is a possible land donation in the works and Mr. Cohen offered interesting ideas on how that could be suited for mental health housing.

The next Housing Committee meeting is Tuesday, June 4th at 8:30 a.m.

Public Relations Committee

Mr. Nick Pappas reported on behalf of the PR Committee which met tonight prior to this meeting. He stated the committee is working on updating the older handouts so data and content will be current prior to the legislative meetings

noting they are cognizant of the time frame of the Public Policy Committee. Once those updates are completed, the PR committee will begin generating the next handout on employee retention.

The next PR Committee meeting is Thursday, June 20th at 6:00 p.m.

VI. Consideration and Action Items

A. CSB Polices for Review and Renewal

- None

B. FY19 MHSS Recommended Accounts Receivable Write-Offs

Ms. Sayre reviewed the annual memo to the County for FY19 Write Offs. Criteria includes accounts with no activity for the last three years, closed accounts with balances under \$30, deaths, bankruptcies and incarcerations. This amount is up from the past two years but there is no discernable trend and Ms. Sayre stated that while she does not like writing off money, these are funds we would not be able to recoup. Vice Chair Knightly noted this amount is less than 3/10ths of one percent of the overall budget.

On the motion of Vice Chair Knightly and seconded by Ms. Karen Bell, the FY19 MHSS Recommended Accounts Receivable Write-Offs were unanimously approved.

VII. Adjournment

There being no further business before the Board, Chair Powers adjourned the meeting at 8:38 p.m. until **Thursday, June 20, 2019 at 7:00 p.m.**

Debbie Burcham, Executive Director
Community Services Board

Harvey S. Powers, Vice Chair
Community Services Board